Lesson 5:

Roles & Responsibilities

Lesson Objectives

After completing this lesson you will be able to:

- Describe your responsibilities under NSPS and how these compare to your responsibilities today.
- Describe your manager's/supervisor's role and responsibilities under NSPS.
- Explain the reasons for this change and how the change will benefit you and your organization.
- Describe how feedback can drive performance.
- Describe guidelines for giving and receiving feedback.

Employee/Supervisor Responsibilities

1. Work in small groups.
2. Study the list of employee and supervisor responsibilities, which is in your Participant Guides.
3. Consider the questions in the column to the right.
4. Discuss your answers with your group.
5. Share your group discussion with the class.

QUESTION 1

How do employee responsibilities change under NSPS?

QUESTION 2

How do supervisor responsibilities change?

Supervisor & Leader

Supervisor

- Directs processes
- Asks how and when
- Focuses on bottom line
- Does things right
- Maintains order

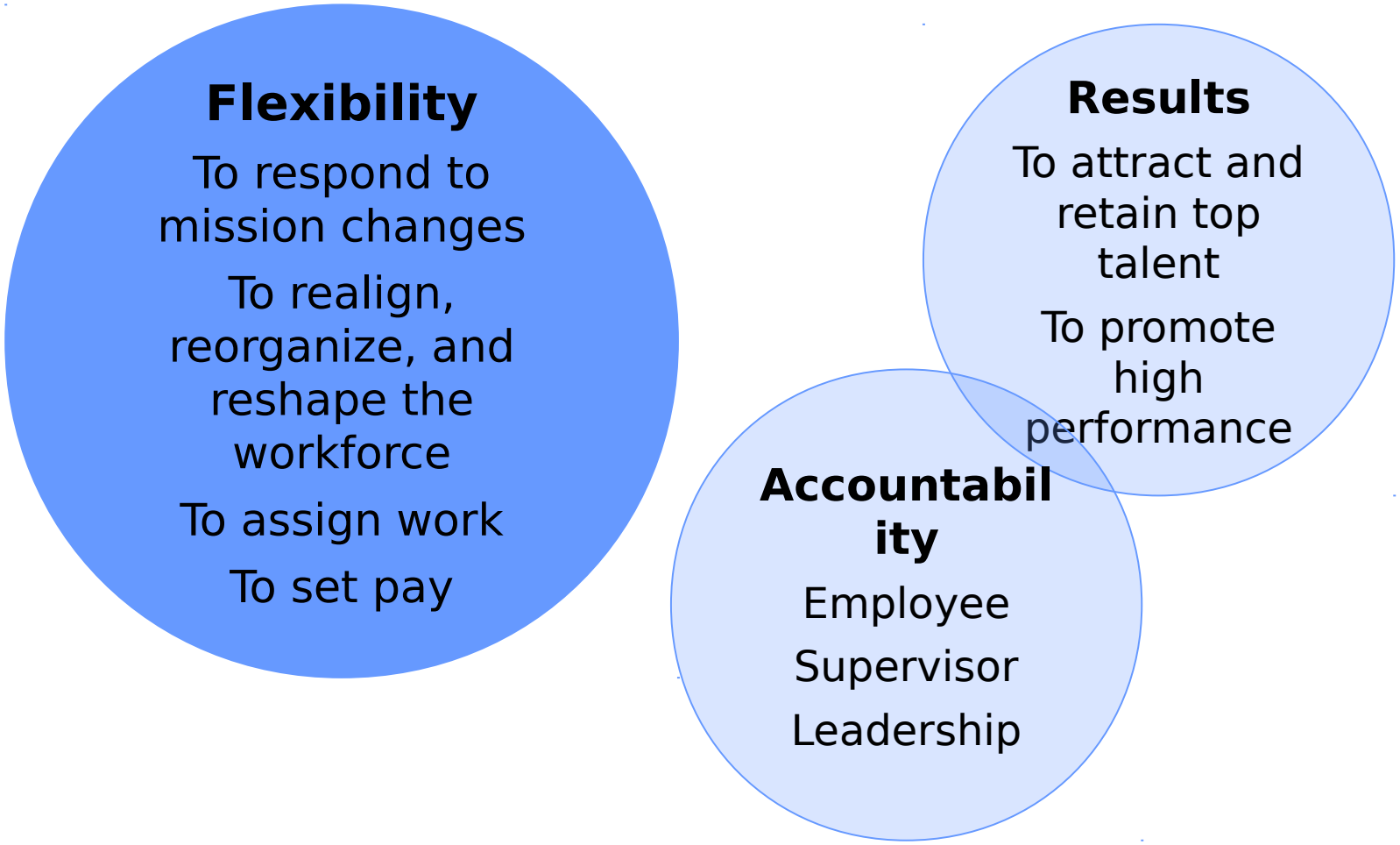
Leader

- Inspires people
- Asks what and why
- Focuses on horizon
- Does the right thing
- Initiates change

Leadership Work Behaviors

- Seeks out and capitalizes on opportunities.
- Communicates a vision.
- Assigns, coordinates, and monitors the work of others.
- Provides timely and constructive feedback.
- Develops others through motivation, mentoring, and coaching.
- Fosters an environment that facilitates a high performing workforce.
- Models a high standard of performance for others.

Why This Change?



Employees & Feedback

- Supervisors will provide ongoing feedback in the form of meaningful dialogue with employees regarding their performance.
- Although supervisors have the primary responsibility for providing employees feedback, employees share the responsibility of identifying and communicating successes and difficulties relative to their assigned performance expectations.

Feedback Matters

1. Work in small groups.
2. Talk about the Discussion Questions for this slide, which are in your Participant Guides.
3. Discuss how you would answer the question in the column to the right.
4. Share your answer with the class.

How does feedback drive performance?

Feedback Aims & Opportunities

Feedback AIMS

- To reinforce positive behavior.
- To acknowledge contributions and accomplishments.
- To anticipate difficulties.
- To remedy shortfalls.

Feedback OPPORTUNITIES

- In the moment

  For instance …

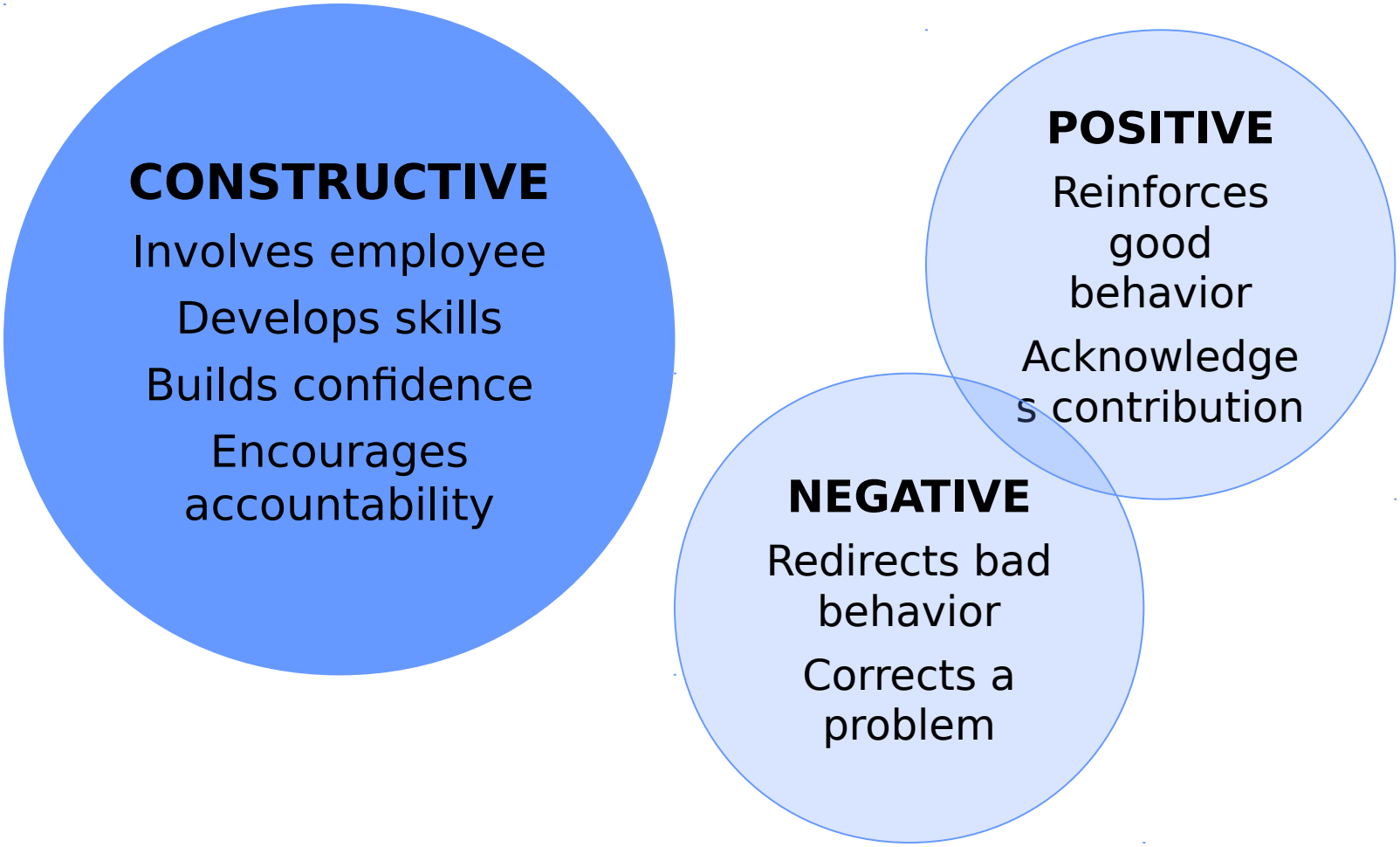
  - When answering a question
  - When things go well (or not)

- On a schedule

  For instance …

  - Following completion of a project or task
  - During required Performance Conversations

Feedback Types



Giving Feedback Video

VIDEO: Giving Feedback

How would you feel if you were the employee in this situation?

Would you have found LTC Martinez' feedback helpful?

What might you say back to him?

Receiving Feedback

REQUESTING Feedback

- Be specific about the feedback you want.
- Don’t ask if you don’t want to know.
- Listen carefully.
- Don’t get defensive.

PROCESSING Feedback

- Clarify your understanding of the feedback.
- Summarize the feedback as you heard it.
- Take time to sort out what you heard.

Lesson Review

- New roles and responsibilities under NSPS facilitate greater flexibility, increased accountability, and superior results.
- For employees, a key to success under NSPS is full participation in the performance management process.
- For supervisors, a key to success under NSPS is being an effective leader.

Lesson Review

- Feedback matters. Effective feedback acknowledges and anticipates, reinforces and redirects.
- Feedback should be ongoing. Opportunities for giving meaningful feedback surface throughout the performance cycle.
- Being able to receive feedback is as important as being able to give feedback.

Questions